



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma in Management
Higher Professional Level

ORGANISATIONAL BEHAVIOUR AND CHANGE MANAGEMENT

4261/01

Optional Module

Valid between 1 January 2008 and 31 December 2008

READ THESE INSTRUCTIONS FIRST

You should read the assignment carefully.

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be no more than 4000 words. Marks will be deducted from assignments that exceed the word limit.

This document consists of **3** printed pages.



Organisational Behaviour and Change Management – Optional Module

Title: Maintaining Effective Organisations

Your start point for undertaking this assignment is to familiarise yourself with the module syllabus, the associated assessment objectives and competence criteria so that your understanding and application of them will be a strong feature of your submitted report.

For this assignment you should work with your own organisation or one that is familiar to you. Describe the organisation, its purpose, products and/or services and your role in the organisation and your involvement with it.

Briefly describe how the organisation has changed over a significant period of time, up to the present date. In your description, you should study changes to the structure and mission, vision and values statements. Explain how these changes have led to the current organisational cultures and values. You should include organisational structure diagrams in your description.

Using a range of techniques, analyse the prevailing cultures and sub-cultures, the perceived values and any differences that exist between groups of people, departments or locations. Analyse how the cultures and values are affecting behaviour. You should consider behaviour at organisational, departmental and individual level and where appropriate, site level. Summarise your findings, indicating the force of the cultures and values and associated identified risks.

Identify, through research, factors that may affect cultures and values in the future. You should consider factors that are internal to and external to the organisation. Draw together all the findings from your research and summarise the risks to the prevailing cultures and values that these influencing factors may bring. Explain why they are a risk and what the potential consequences might be. Identify processes that could be introduced to minimise or manage the risks and thus help to enhance effective organisational behaviour. Analyse these processes for suitability and choose one which you believe would be effective.

Devise a cost-effective change plan for this process and incorporate this into a report to a senior manager. Your report should make clear recommendations for change that will influence current and future organisational cultures and values. Indicate how these changes will fit with current and future strategic/operational objectives. You should include proposals for implementation of these changes, including how the change programme will be managed, monitored and evaluated.

You must include in your assignment report all documentation, notes and materials generated from each stage of the study.

You are not expected to include confidential information on your organisation, its personnel or performance.

In writing the report, you should adopt an appropriate business format and show how knowledge and understanding of organisational behaviour and change management have been applied in line with the module syllabus. You should include in your report your research methodology.

At the start of your assignment report, indicate the number of words used, which must not exceed the maximum permitted amount of 4,000 for the main body of the report.

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